



Effect Applying Digital Technology and Entrepreneurial Orientation Against Performance MSMEs

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Abstract

This study aims to examine the effect of synergy between the application of digital technology and entrepreneurial orientation on the performance of MSMEs coffee shop in Bojonegoro. The results of the analysis showed that the combination of these two variables significantly improved business performance, exceeding the individual impact of each variable. These findings underline the importance of a holistic approach in the development of MSMEs in the digital age, which combines technological innovation with entrepreneurial spirit. The use of technology such as online ordering applications, inventory systems, and data analysis allows coffee shop SMEs to operate more efficiently, save time and costs, and reduce errors. This research provides important implications for the government and related stakeholders to design policies that support the adoption of digital technology by MSMEs such as technology service providers, business consultants, and the entrepreneur community can accelerate the digital transformation process. as well as a more targeted entrepreneurial capacity building program.

Keywords: Applying Digital Technology, Bojonegoro, Coffee Shop, Entrepreneurial Orientation, MSMEs, Performance MSMEs.

1. INTRODUCTION

MSMEs (micro, small, and Medium Enterprises) is a term that refers to business units that have a small to medium scale in terms of capital, income, and the number of workers. In Indonesia, MSMEs are defined based on Law Number 20 of 2008 concerning Micro, Small and Medium Enterprises. The development of digital technology brings significant changes in the business world, including the Micro, Small and Medium Enterprises (MSMEs) sector. According to (Meiriki, 2020) in the current digital era, one of the sectors that is very important to follow the development of technology and information is Micro, Small and Medium Enterprises, MSMEs will need the right information technology to be able to grow and compete in the global market. The coffee shop industry is part of MSMEs that also face similar challenges, especially in gaerah Bojonegoro which is experiencing dynamic growth of MSMEs. Through digitalization, coffee shops can leverage platforms like Instagram, Twitter, Tiktok etc to improve business performance and reach customers widely.

Table 1. Total Followers Instagram Coffee Shop at Bojonegoro

No	Coffee Shop Name	Address	Total Followers
1	Golden Sand Coffee & Eatery	Jl. MH. Thamrin No.108, Ledok Kulon Tiga, Ledok Wetan, Kec. Bojonegoro, Kabupaten Bojonegoro	11,9 k
2	D'Konco Cafe	SMKN 5 Bojonegoro, Sawah, Sambiroto, Kec. Kapas, Kabupaten Bojonegoro	10,3 k
3	Fourstep Coffee Eatery	Jl. DR. Sutomo No.53, Kepatihan, Kec. Bojonegoro, Kabupaten Bojonegoro, Jawa Timur 62115	2,3 k
4	Naked Uncle Eatery Bojonegoro	Jalan Dokter Wahidin No.73, Kepatihan, Kec. Bojonegoro, Kabupaten Bojonegoro, Jawa Timur 62111	2,1 k
5	The Nook Cafe and Eatery	Jl. DR. Suharso No.52, Mojo Kp., Kadipaten, Kec. Bojonegoro, Kabupaten Bojonegoro, Jawa Timur 62119	2 k

From the table above shows that there are differences in the popularity and effectiveness of marketing strategies undertaken by some Coffee shops in Bojonegoro. Some Coffee shops in Bojonegoro such as Golden Sand Coffee & Eatery which has a follower count of 11.9 thousand, show that effective use of social media can attract attention and increase business potential significantly. The table above also shows that social media can provide convenience for businesses to reach customers widely without geographical boundaries. With engaging content and consistent interaction, coffee shops can attract the attention of a larger audience. Through the use of digital technologies such as social media, businesses in bojonegoro can maximize their potential in facing competitive challenges while taking advantage of dynamic growth opportunities. The use of social media, especially instagram, provides a significant advantage for Coffee shops in terms of marketing efficiency and effectiveness. At a lower cost than marketing methods. conventionally, social media allows coffee shops to reach a wider and diverse audience (Lindiani, 2024).

In Bojonegoro, the Coffee Shop industry shows promising growth, as evidenced by the number of business actors who set up coffee shops and the increasing demand of the community, especially among young people. However, with increasing competition, coffee shop management requires a more modern and efficient approach, one of which is through digitization. Digitalization in coffee shop management covers various aspects ranging from operational management, to customer service. By adopting these technologies, the culinary industry has undergone significant changes, demonstrating that intelligent technology integration can drive business growth and improve the overall customer experience. The development of technology in mobile applications for online transactions, especially in the

food and beverage sector, has increased rapidly. This is characterized by the easier it is to order food and drinks without the need to visit or queue at culinary places (Lukita, 2024). This means that digital technology in MSMEs is not only limited to marketing aspects, but also includes the operation of a business. Digital technology allows MSMEs, especially Coffee Shop businesses, to automate various processes, such as inventory management, financial recording, employee management to customer service. By utilizing digital technology as a whole, MSMEs can not only improve operational efficiency, but also create a sustainable competitive advantage in the midst of increasingly fierce market competition.

Amid the dynamic growth of MSMEs in Bojonegoro, Coffee Shop businesses face challenges in the form of intense competition, changes in consumer preferences, and limited resources. In this context, entrepreneurial orientation is considered as one of the key factors that can encourage the performance of MSMEs to survive and develop. According to (Nova Hari Santhi, 2020) MSMEs who have a high entrepreneurial orientation will tend to take actions based on innovative decisions, dare to take business risks and tend to take proactive actions in anticipating business competition and taking advantage of opportunities. This reflects the ability of Coffee Shop businesses to create added value, respond quickly to market changes, and take strategic decisions despite the risks. Coffee shops that have an entrepreneurial orientation tend to be more innovative in creating new products, more active in reaching the market, and more willing to invest resources to support business growth. Such entrepreneurial orientation not only helps Coffee shops to increase sales, but also strengthens their position in an increasingly competitive market.

Micro, Small and Medium Enterprises (MSMEs) Coffee Shop in Bojonegoro has grown rapidly along with the increasing public interest in the culture of hanging out and enjoying coffee. However, many MSMEs face challenges in adopting digital technologies and developing an adaptive entrepreneurial orientation. Here is the identification of the problems faced by MSMEs Coffee Shop, especially in the region of Bojonegoro. The first is the low level of adoption of digital technology. Based on the Bojonegoro cooperative and MSME Office report in 2023, 60% of Coffee shops in Bojonegoro have not used digital technology optimally, such as social media marketing or Point of Sale (POS) applications. Then based on a local survey by the independent riser Institute (RISBIS Bojonegoro), 65% of Coffee Shop entrepreneurs said they did not understand how digital technology works, digital marketing strategies or business management applications. As a result, there is a decrease in revenue and dependence on traditional promotions that are less efficient.

2. THEORETICAL REVIEW

1. Definition and performance indicators of MSMEs

MSME performance is a concept that refers to the success rate of Micro, Small and medium enterprises in achieving their business goals. These goals can include financial benefits, customer satisfaction, market expansion and business continuity. Good performance in all sectors of finance, production, distribution and marketing is an absolute requirement for MSMEs to be able to continue to live (Malikhah et al., 2024).

2. Understanding digital technology, elements of digital technology, and its application in the small business world.

According Danuri (2019: 119) revealed that digital technology is an information technology that prioritizes activities carried out by computer or digital rather than using human labor.

According Turban et al. (2015) Elements of digital technology create the hardware, software, networks, and databases used to manage information, establish communications, and provide technology-based services to users. The application of digital technology elements in the small business world helps to face challenges such as limited resources, market competition and operational efficiency. With the adoption of the right strategies a small business can thrive and remain relevant in the digital age.

3. Entrepreneurial orientation (dimensions of entrepreneurship: proactive, innovation, courage to take risks)

Entrepreneurial orientation is an organization's strategic resource with the potential to generate competitive advantage. The potential of entrepreneurial orientation and its impact on business performance depends on the role of entrepreneurial orientation as a driver or pioneer for organizational capability and innovation (Poudelet al., 2012).

Dimensions of entrepreneurship according Timpeh (2011), is :

- a. Economic entrepreneurship, is an entrepreneur who directs the role of entrepreneurs in the context of production and distribution of goods in a competitive market
- b. Psychological entrepreneurship emphasizes the personal characteristics that define entrepreneurship. Personality traits are necessary for achievement in risk-taking, innovation, and tolerance.
- c. Sociological entrepreneurship, sociological theory is the third of the major entrepreneurial theory. Focus on traditional social context analysis. Four social contexts related to entrepreneurial opportunities are social networks.

- d. Anthropological entrepreneurship, the emphasis is on cultural entrepreneurship model. The Model says that new undertakings are made by the influence of a person's culture. Cultural practices lead to entrepreneurial attitudes as innovation also leads to business creation behavior. An individual's ethnicity influences attitudes and behavior.
- e. Opportunity-based entrepreneurship, an opportunity-based theory that provides a broad conceptual framework for entrepreneurship research, entrepreneurs do not cause change but exploit changing opportunities.
- f. Resource-based entrepreneurship, a theory of resource-based entrepreneurship argues that access to opportunity-based resources and the growth of new enterprises emphasize the importance of financial, social and human resources
- g. Human capital entrepreneurship, entrepreneurs have individual specific resources that facilitate new opportunities and the pooling of new resources for the undertaking at hand, some people are better able to recognize and take advantage of opportunities than others because they have better access to information and knowledge.

Product innovation is a process that seeks to provide solutions to existing problems. Problems that often occur in business are good but expensive products or products that are cheap but not quality. Product innovation according to Moreau et.al in Sutrasdawati (2008) can come from improvements and changes to existing products or it could be through a completely new produk and other than before. This means that a company that is able to design its products according to the wishes of customers will be able to survive in the midst of competition because its products are still in demand by consumers.

According to Saiman (2014: 57), the courage to take risks in entrepreneurship is a desire to try to do intelligently regardless of shame and fear. An entrepreneur must dare to be responsible, willing to test his guesses about the business to be run and dare to take the risk of being wrong.

4. Variable atar relationship (hypothesis based on previous theories)

The role of Digital technology to MSMEs on a global scale, the ability of resource-based information technology to the company's performance can provide fast, affordable, and update (update) information faster than competitors (Zhang and Tansuhaj, 2007), so that digital technology affects the company's performance (Yunis et al., 2018). The impact of globalization, supported by technological advances, has changed the business system in the contemporary world, with the aim of surviving and achieving maximum results. Therefore, it is important to prepare for competition in order to take advantage of dynamic business opportunities (Bulak and Turkyilmaz, 2014). Many companies are beginning to use and

leverage digital resources to formulate and implement digital business strategies (Chi et al., 2016), with the aim that a company can reduce costs, improve company performance, and achieve competitive business sustainability (Bulak and Turkyilmaz, 2014). Based on the description above, a second hypothesis can be proposed, namely: H1: digital technology on the performance of MSMEs

X1 : Digital Technology

3. RESEARCH METHOD

Samples and data collection

This study uses a quantitative approach with cross sectional survey design, where the Data collected is collected in a certain time from a sample of coffee shop SMEs in Bojonegoro Regency. Data collection was carried out through questionnaires distributed to 30 coffee Shop MSMEs who had used digital technology, and implemented an entrepreneurial orientation. The population in this study is all coffee shop SMEs registered in Bojonegoro Regency. Data collection was conducted through questionnaires distributed by Bojonegoro samples were taken by 30 respondents using Simple Random Sampling technique which means sampling where each member of the population has the same chance to be selected to be part of the sample.

Research Variables

Dependent variable: MSME Coffee Shop business performance, influenced by the application of digital technology and entrepreneurial orientation.

Independent variable:

- The application of technology is measured by the type of technology used or digital systems used in the daily operations of MSMEs.
- Entrepreneurial orientation is measured by the implementation of new ideas in the business as well such as the availability of resources, managerial capabilities, and external support. Analisis data

The collected Data were analyzed using multiple linear regression to test the effect of each independent variable on the dependent variable. Before the analysis, validity and reliability tests were carried out, to ensure the quality of the questionnaire data, this study used a 5-point likeart scale. With a choice of answers :

1. Strongly Disagree.
2. Disagree.
3. Neutral.

- 4. Agree.
- 5. Strongly Agree.

Then, for data management, use the SPSS application.

4. RESULT

Demographics Respondents

Table 2.

Description	Percentage
Number of Employees:	
1. 1-3 People	40 %
2. 4-7 People	33,33 %
3. More than 7 people	26,67 %
Duration Operating Business:	
1. 1-2 Year	28,28 %
2. 3-4 Year	13,79 %
3. More than 5 Year	37,93 %

Based on data on the number of employees, the majority of businesses have a number of employees between 1 and 3 people, which is 40%. This shows that most businesses are on a small scale with a relatively small number of employees, making it easier to manage and suitable for businesses with simple operational activities. The scale of this small business is likely to be dominated by businesses that are newly developing or have limited resources to add to the workforce. Meanwhile, businesses with 4 to 7 employees account for 33.33% of the total data. This percentage reflects business groups that are starting to grow with larger organizational structures than small businesses. This group is likely to involve more operational activities and have the capacity to serve a larger number of customers. Businesses with more than 7 employees only amounted to 26.67%. This percentage is relatively small compared to the other two groups, indicating that large-scale enterprises are still in the minority. This group is likely to consist of businesses that are already stable, have substantial capital, or are able to handle customer demand on a broader scale. Overall, these data show that most businesses are still at an early or intermediate stage in development, with only a few expanding to large scale. This reflects the potential to drive further development for small and medium-sized enterprises in order to increase operational capacity and workforce in the future.

Based on data on the length of business, most of the businesses in this study have been established for 1-2 years, amounting to 48.28%. This shows that many businesses are still in the early stages of development. These businesses are most likely still focused on

building market share, introducing their products or services to consumers, as well as facing various initial challenges in running a business. The high percentage of businesses with 1-2 years of age can also describe the growth dynamics of new businesses that are quite significant in this sector. Furthermore, businesses that have been established for 3-4 years only cover 13.79% of the total data. This percentage indicates that there are fewer businesses that manage to survive until entering the intermediate phase of their business cycle. Businesses in this group are likely to have begun to stabilize operationally and financially, but still face the challenge of continuing to grow and expand their market reach. In contrast, businesses that have been in operation for more than 5 years account for 37.93% of the total data, making it the second largest group. Businesses that survive over a longer period of time show their success in facing various business challenges, building a solid customer network, and perhaps already achieving stability in the market. The group's presence also reflects that there is a great opportunity for businesses in the sector to evolve into more established entities, provided they are able to adapt to the changing business environment. Overall, this data shows that the business sector studied has a composition dominated by new businesses, but there are also a number of businesses that are already operating in the long term. This provides an overview of the diverse experiences and stages of business development in the sector, as well as indicating the potential to strengthen the business ecosystem to support long-term business continuity.

Validity and reliability test

Tabel 3. Validity Test

Variable	Indicators	Value SIG	R Count	R Table	Description
Application Technology	X ₁ 1	0,05	0,817	0,361	Valid
	X ₁ 2	0,05	0,721	0,361	Valid
	X ₁ 3	0,05	0,760	0,361	Valid
	X ₁ 4	0,05	0,759	0,361	Valid
	X ₁ 5	0,05	0,605	0,361	Valid
Entrepreneurial Orientation	X ₂ 1	0,05	0,668	0,361	Valid
	X ₂ 2	0,05	0,765	0,361	Valid
	X ₂ 3	0,05	0,531	0,361	Valid
	X ₂ 4	0,05	0,770	0,361	Valid
	X ₂ 5	0,05	0,690	0,361	Valid
MSME Performance	Y1	0,05	0,757	0,361	Valid
	Y2	0,05	0,757	0,361	Valid
	Y3	0,05	0,861	0,361	Valid
	Y4	0,05	0,712	0,361	Valid
	Y5	0,05	0,683	0,361	Valid

Table 4. Reliability Test

Variable	Value ALPHA	Description
Application Technology (X ₁)	0,759	Reliabel
Entrepreneurial Orientation (X ₂)	0,717	Reliabel
MSME Performance (Y ₁)	0,802	Reliabel

1) application of Digital technology to performance

In the validity test, the variable application of Digital technology showed that all indicators have a significant correlation to the main variable at a confidence level of 1% ($p < 0.01$), except PT5 which is significant at a level of $p < 0.05$. This indicates that indicators such as PT1, PT2, PT3, and PT4 are very relevant to measure the application of digital technology in MSMEs. The highest correlation was found in PT1 to the main variable ($r = 0.817$), indicating that PT1 is the most influential indicator.

From the reliability test, Cronbach's Alpha value of 0.759 indicates that the questionnaire has a good internal consistency. Therefore, this measurement tool is valid and reliable for measuring the application of digital technology.

2) Application Of Entrepreneurial Orientation

Based on the results of the analysis, the indicators on the entrepreneurship orientation variable showed a significant correlation to the main variable with a significance level of 1% ($p < 0.01$) for most indicators (OK1, OK2, OK4, and OK5). However, some indicators such as OK3 show a lower correlation and are only significant at $p < 0.05$. The highest correlation was found in OK2 to the main variable ($r = 0.765$), indicating that the dimension is very dominant in explaining entrepreneurial orientation.

The reliability of this variable is indicated by the Cronbach's Alpha value of 0.717, which indicates a fairly good internal consistency. That is, this measuring tool can be trusted to analyze the influence of entrepreneurial orientation.

3) MSME performance

Validity test on MSME performance variables showed that all indicators have a significant correlation to the main variable at a significance level of 1% ($p < 0.01$) except KU4 which is only significant at $p < 0.05$. The highest correlation was found in KU3 to the main variable ($r = 0.861$), indicating that this indicator has the greatest influence in measuring the performance of MSMEs.

The results of the reliability test with a Cronbach's Alpha value of 0.802 showed a very good level of internal consistency, confirming that this questionnaire is reliable enough to assess performance.

Tabel 3. Direct Effect Test Result

Direction of Influence	Coefficient	Sig	Remarks
<i>Application Digital Technology</i> → <i>Performance MSMEs</i>	0,531	0,003	Significant
<i>Entrepreneurial Orientation</i> → <i>Performance MSMEs</i>	0,502	0,005	Significant

Partial significant Test (t test), this test is done to prove the effect of the independent variable to the dependent variable partially (individual). In other words, the t-Test in multiple linear regression analysis is used to determine the effect of each independent variable (independent) partially to the dependent variable (dependent) and indicated by the coefficient table.

Known that the respondents who have been collected is 30 respondents, and the existing independent variables totaling 2 variables, then T table = $(0,05/2 : 30-2-1) = (0,025 : 27)$. From the results that have been obtained, then we can see the value of the percentage distribution table T. The value obtained from the table of percentage distribution of T above is 2.052. After knowing the value of the percentage distribution table T. then testing can be done. In the performance section. there are 2 independent variables to be tested.

Here are the results of testing:

- 1) on the variable application of Digital technology (X1). Obtained Sig of 0.100. Since the GIS value is greater than 0.05 ($0.003 < 0.05$), the H1 hypothesis is accepted.
- 2) in digital orientation variable (X2), obtained Sig greater than 0.05 ($0.005 < 0.05$) then the hypothesis H1 is accepted.

5. DISCUSSION

1. The application of Digital technology affects the performance of MSMEs

The results of the T-test showed that the application of digital technology has a significant positive effect on the performance of MSMEs. This is reflected in the coefficient value of 0.531, which indicates that the higher the level of application of digital technology, the better the performance of MSMEs. In other words, digital technology can be an important factor in improving the competitiveness and productivity of MSMEs.

In addition, the significance value of 0.003 (below the threshold of 0.05) reinforces the conclusion that the relationship between the application of digital technology and the performance of MSMEs is statistically significant. This result confirms that the impact of digital technology on the performance of MSMEs is not just a coincidence, but has a strong scientific basis. Thus, the hypothesis that the application of digital technology affects the performance of MSMEs is acceptable. This finding has practical implications,

namely the importance of encouraging the adoption of digital technology among MSMEs to support their business growth in the era of digitalization.

2. Entrepreneurship orientation affects the performance of MSMEs

Entrepreneurship orientation is proven to have a positive influence on the performance of MSMEs, as shown by the results of the analysis with a coefficient of 0.502 and a significance value of 0.005. This finding confirms that entrepreneurial orientation is one of the important factors in supporting the success of MSMEs in the midst of increasingly competitive business competition.

The coefficient value of 0.502 reflects a strong relationship between entrepreneurial orientation and MSME performance. The higher the level of entrepreneurial orientation, the better the resulting business performance. MSME actors who have an entrepreneurial orientation tend to show characteristics such as innovation, proactivity in capturing opportunities, and courage to take risks. These three aspects provide advantages for MSMEs in developing new ideas and creating added value for their businesses.

In addition, the significance value of 0.005 which is below the threshold of 0.05 indicates that the relationship between entrepreneurial orientation and MSME performance is statistically significant. That is, these relationships are not only valid in a specific context, but also reflect patterns that are relevant and trustworthy to apply in general.

Entrepreneurial characteristics such as innovation, risk-taking courage, and adaptability to changing business environments help MSMEs create relevant strategies to achieve competitive advantage. With a strong entrepreneurial orientation, MSMEs can be more flexible in facing challenges while taking advantage of opportunities to grow and develop in the market.

6. RESEARCH IMPLICATIONS

1. The need for further research

The results obtained have not fully explained the relationship between the variables studied. This could mean that there are other factors to consider, or perhaps the relationship between the variables themselves is more complicated than previously assumed. Advanced research with a more sophisticated design may involve the use of more complex analytical methods, such as multivariate statistical models or more controlled experimental approaches. In addition, considering other context variables (such as environmental, social, or demographic factors) will help provide a more complete and

accurate picture of the relationship between the variables under study. Overall, this reflects the importance of continuing to explore and deepen research so that the resulting conclusions are more valid and relevant.

2. Reevaluate the strategy

Research results as a reflection and evaluation material for practitioners or policy makers in formulating or adjusting strategies related to the application of digital technology and digital orientation. The results obtained can provide insight into whether existing strategies are effective or need to be adapted to more specific conditions and needs, therefore, policy makers can consider designing strategies that are more flexible and adaptive to the dynamics of technological development and user needs.

Conclusion

The application of digital technology has a positive and significant influence on the performance of MSMEs. The results of the analysis showed that the higher the level of application of digital technology, the better the performance produced by MSMEs. This shows that the use of technology, such as business management applications and marketing through social media, can improve operational efficiency, reduce errors, and speed up the process of service to customers.

The implementation of digital technology allows MSMEs, especially coffee shops, to compete more effectively in an increasingly competitive market. By adopting the right technology, MSMEs can expand their marketing reach and increase interaction with customers through digital platforms.

Entrepreneurship orientation is also proven to have a significant influence on the performance of MSMEs. MSME players who have a high entrepreneurial orientation tend to be more innovative, proactive, and willing to take risks. These characteristics help them in creating added value, responding quickly to market changes, as well as taking strategic decisions that support business growth.

There is a synergistic relationship between the application of digital technology and entrepreneurial orientation towards MSME performance. The combination of these two elements significantly improves business performance, exceeding the individual impact of each variable. This shows the importance of a holistic approach in the development of MSMEs, where the integration of technology with an entrepreneurial spirit not only increases efficiency, but also encourages innovation and growth.

This research also provides important implications for the government and related stakeholders to design policies that support the adoption of digital technology by MSMEs.

Training and capacity building programs for MSMEs need to be improved to ensure they have the necessary knowledge and skills to utilize technology. In addition, collaboration between MSMEs with technology service providers and business consultants can accelerate the digital transformation process, helping businesses implement more adaptive and innovative entrepreneurial strategies.

Suggestion

Based on these results, there are some suggestions for further research or action:

- 1) further research needs to consider the interaction between the application of digital technology and entrepreneurial orientation. This study can evaluate whether there is a synergistic effect between the two variables that can improve business performance more significantly.
- 2) Coffee shops need to be more active in utilizing social media and other digital platforms to expand market reach. More innovative marketing strategies, such as collaborations with local influencers and participation in culinary events/events, can help attract the attention of the younger generation and increase the visibility of the business.

7. LIMITATION

This study only uses a sample of MSMEs from a coffee Shop in Bojonegoro city which may not reflect the condition of MSMEs in other cities. Different cities have different challenges, opportunities and technological needs. Therefore, the results of this study may not be generalizable. In addition, the sample size in this study is limited to 30 coffee shops participating in the survey, which may not be large enough to represent the entire population of MSMEs in the wider region or country. With a small or unrepresentative sample, the results can be affected by sample bias.

This research was conducted in a limited time, so it may not be possible to carry out further deepening or long-term monitoring of the development of MSMEs after the implementation of digital technology and entrepreneurial orientation. Adoption of digital technology often takes time to show significant results, so studies that only measure effects in the short term may not be able to describe the long-term impact.

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